

**NAVY Declassification/Release
Instructions on File**

JOHN B. STEVENS (John)
Chairman
International Silver Company
Meriden, Connecticut

ROBERT G. STEVENS (Bob, Susan)
President
Old Stone Bank
Providence, Rhode Island

HON. GERRY E. STUDDS (Gerry)
Congressman from Massachusetts
House of Representatives
Washington, D. C.

A. B. TROWBRIDGE (Sandy, Naney)
President
The Conference Board
New York, New York

VICE ADMIRAL STANSFIELD TURNER, U.S.N.
President (Stan, Pat)
Naval War College
Newport, Rhode Island

STUART D. WATSON (Stuart, Jane)
Chairman
Heublein, Inc.
Hartford, Connecticut

ROBERT F. WILSON (Bob, Pogy)
President
Wallace Siversmiths
Wallingford, Connecticut

A. M. WOODRUFF (Arch, Barbara)
President
University of Hartford,
West Hartford, Connecticut

THOMAS H. WYMAN (Tom, Betsy)
Senior Vice President
Polaroid Corporation
Cambridge, Massachusetts

WILLIAM W. ZECHEL (Bill, Tootie)
President
Royal Business Forms Incorporated
Nashua, New Hampshire

† Chairman of the Conference

Conference Board Staff

John G. Worsam
Assistant Conference Director

Richard Needham
Associate Relations Counselor

Walter E. Murray
Regional Director

John Kendrick
Director of Productivity Research

SCHEDULE

FRIDAY, September 28

6:15 P.M. — Reception
7:00 P.M. — Dinner
8:15 P.M. — FIRST CONFERENCE SESSION

SATURDAY, September 29

7:30 A.M. — Breakfast
8:30 A.M. — SECOND CONFERENCE SESSION
11:45 A.M. — Cocktails and New England Clambake

(Afternoon free for recreation)

5:00 P.M. — THIRD CONFERENCE SESSION
7:30 P.M. — Cocktails
8:15 P.M. — Dinner

SUNDAY, September 30

7:30 A.M. — Breakfast
8:45 A.M. — CLOSING CONFERENCE SESSION
12:00 Noon — Cocktails and Buffet Luncheon

THE CONFERENCE BOARD

845 Third Avenue New York, N.Y. 10022
Area Code 212-759-0900

(Participants)

Fourteenth Northeast Conference

Chatham Bars Inn
Chatham, Massachusetts
September 28-29-30, 1973



SELWYN I. ATHERTON (Sel, Marge)

President
First Agricultural National Bank
of Berkshire County
Pittsfield, Massachusetts

F. S. ATWATER (Frank, Marion)

President
The Fafnir Bearing Company
New Britain, Connecticut

JOSEPH A. BAUTE (Joe, Stephie)

President
Markem Corporation
Keene, New Hampshire

RALPH P. BENN (Ralph, Frances)

President
Leeson Corporation
Warwick, Rhode Island

E. M. BLACK (Eli)

Chairman
United Brands Company
Boston, Massachusetts

S. PRESTLEY BLAKE (Pres, Setsu)

Chairman of the Board
Friendly Ice Cream Corporation
Wilbraham, Massachusetts

GERALD W. BLAKELEY, JR. (Jerry, Polly)

President
Cabot, Cabot & Forbes Co.
Boston, Massachusetts

S. D. BRINSFIELD (Shirley, Sumiko or "Sammie")

President
Dorr-Oliver Incorporated
Stamford, Connecticut

MORTON H. BROFFMAN (Mort, Louise)

President
American Biltrite, Inc.
Cambridge, Massachusetts

R. W. BURTON (Bob)

President
Times Wire and Cable Company
Wallingford, Connecticut

J. B. COLLINSON (Joe, Jean)

Executive Vice President
Textron, Inc.
Providence, Rhode Island

WALTER J. CONNOLLY, JR. (Walter, Paulie)

President
The Connecticut Bank & Trust Company
Hartford, Connecticut

STANLEY R. CULLEN (Stan, Paula)

President
Sargent & Company
New Haven, Connecticut

DONALD W. DAVIS (Don, Jinny)

President
The Stanley Works
New Britain, Connecticut

CHARLES F. EATON, JR. (Charlie, Lib)

President
Eaton & Howard Incorporated
Boston, Massachusetts

MAURITS E. EDERSHEIM (Mark, Claire)

Senior Vice President
Drexel Burnham & Co. Incorporated
New York, New York

JOSEPH F. FAHEY, JR. (Joe, June)

President
State National Bank of Connecticut
Bridgeport, Connecticut

PATRICK FITZPATRICK (Pat)

Director
Boit, Dalton & Church Incorporated
Boston, Massachusetts

†JOHN M. FOX (Jack, Floy)

President
H. P. Hood Inc.
Boston, Massachusetts

PAUL M. FYE (Paul)

Director
Woods Hole Oceanographic Institute
Woods Hole, Massachusetts

THOMAS J. GALLIGAN, JR. (Tom, Laurretta)

President
Boston Edison Company
Boston, Massachusetts

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Vice President
Paine, Webber, Jackson & Curtis
Boston, Massachusetts

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East Hartford, Connecticut

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Dennison Manufacturing Company
Framingham, Massachusetts

EARL F. HARRIS (Earl, Dorothy)

President
Rodney Hunt Company
Orange, Massachusetts

SYDNEY P. HARRISON (Syd, Joy)

President
Loomis-Sayles & Company Incorporated
Boston, Massachusetts

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Chairman of the Board
The First National Bank of Boston
Boston, Massachusetts

C. F. HOGAN (Colie, Peg)

Chairman of the Board
McCord Corporation
Dover, New Hampshire

R. T. JACKSON (Bob, Edna)

President
Phoenix Mutual Life Insurance Company
Hartford, Connecticut

JOHN F. JACOBS (Jack, Mary)

Senior Vice President
The Mitre Corporation
Bedford, Massachusetts

ROBERT C. JORDAN (Bob, Alison)

Executive Vice President — Finance
New England Mutual Life Insurance Company
Boston, Massachusetts

GEORGE C. LODGE (George, Nancy)

Professor of Business Administration
Harvard University
Graduate School of Business
Boston, Massachusetts

CHARLES E. LORD (Charlie, Peggy)

President
Hartford National Bank and Trust Company
Hartford, Connecticut

GEORGE MACOMBER (George, Andy)

President
George B. H. Macomber Company
Boston, Massachusetts

JOHN F. MAGEE (John, Dottie)

President
Arthur D. Little, Inc.
Cambridge, Massachusetts

P. ANDREWS NIXON (Andy)

Executive Vice President
Dead River Company
Bangor, Maine

NELSON L. NORTH (Nelson, Carolyn)

Chairman of the Board
The City National Bank of Connecticut
Bridgeport, Connecticut

J. D. PIERCE (Joe, Jean)

General Manager
Electric Boat Division
General Dynamics Corporation
Groton, Connecticut

THOMAS HEDLEY REYNOLDS (Hedley)

President
Bates College
Lewiston, Maine

LELAN F. SILLIN, JR. (Lee, Joan)

Chairman and President
Northeast Utilities
Hartford, Connecticut

Selwyn I. Atherton
President
First Agricultural National Bank
of Berkshire County
Pittsfield, Massachusetts

F. S. Atwater
President
The Fafnir Bearing Company
New Britain, Connecticut 06150

Joe Baute
President
Markem Corp. Keene, New Hampshire 03431

E. M. Black
Chairman
United Brands Company
Boston, Massachusetts 02167

S. Prestley Blake
Chairman of the Board
Friendly Ice Cream Corporation
Wilbraham, Massachusetts 01095

S.D. Brinsfield
President
Dorr-Oliver Incorporated
Stamford, Connecticut 06904

Morton H. Broffman
President
American Biltrite Rubber Co., Inc
Cambridge, Massachusetts 01432

R. W. Burton
President
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Wallingford, Connecticut 06492

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Textrose INC
Prosser, N.Y. 02901

Walter J. Connolly Jr. President
Conn Bank & Trust Co
Hartford, Conn 06101

Stanley R. Cullen
President
Sargent & Company
New Haven, Connecticut 06501

Don Davis
The Stanley Works

*President
The Stanley Works.
New Britain, Conn 06150.*

Charles Eaton
Eaton and Howard Inc.

Mawrits Edersheim
Drexel Burnham Co

Joseph F. Fahey, Jr.
President
State National Bank of Connecticut
Bridgeport, Connecticut

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Director
Boit, Dalton & Church Incorporated
Boston, Massachusetts

George Gardner
Payne Weber Jackson & Curtiss

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Framingham, Massachusetts

Earl F. Harris
President
Rodney Hunt Company
Orange, Massachusetts 01378

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President
Loomis-Sayles & Company Incorporated
Boston Massachusetts 02161

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Dover, New Hampshire

R. T. Jackson
President
Phoenix Mutual Life
Insurance Company
Hartford, Connecticut

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President
H.P. Hood Inc.
Boston Massachusetts
02161*

*Mr. Richard D Hill
Chairman of the Board
The First National
Bank of Boston
Boston, Mass.
02161*

John F. Jacobs
Senior Vice President
The Mitre Corporation
Bedford, Massachusetts

Robert C. Jordan
Executive Vice President - Finance
New England Mutual Life
Insurance Company
Boston, Massachusetts

George C. Lodge
Professor of Business Administration
Harvard University
Graduate School of Business
Boston, Massachusetts 02161

Charles E. Lord
President
Hartford National Bank
and Trust Company
Hartford, Connecticut

George Macomber
President
George B.H. Macomber Company
Boston, Massachusetts

John F. Magee
President
Arthur D. Little, Inc.
Cambridge, Massachusetts

Nelson L. North
Chairman of the Board
The City National Bank of Connecticut
Bridgeport, Connecticut 06601

J.D. Pierce
General Manager
Electric Boat Division
General Dynamics Corporation 06340
Groton, Connecticut

Thomas Hedley Reynolds
President
Bates College 04240
Lewiston, Maine

Robert G. Stevens
President
Old Stone Bank
Providence, RI

A.B. Trowbridge
President
The Conference Board
New York, New York

Congressman Gerry Studds
Mass

Robert F. Wilson
President
Wallace Silversmiths
Wallingford, Connecticut

A.M. Woodruff
President
University of Hartford
West Hartford, Connecticut 06107

Thomas H. Wyman
Senior Vice President
Polaroid Corporation
Cambridge, Massachusetts 01432

William W. Zechel
President
Royal Business Forms Incorporated
Nashua, New Hampshire.

Mr. John Stevens
Chairman
International Silver
Company
Meriden, Conn.
06450.

Mr. Stuart H. Watson
Chairman
Heublein, Inc.
Hartford - Conn.
06101

J.D. Pierce
General Manager
Electric Boat Division
General Dynamics Corporation
Groton, Connecticut

Thomas Hedley Reynolds
President
Bates College
Lewiston, Maine

Lelan F. Sillin, Jr.
Chairman and President
Northeast Utilities
Hartford, Connecticut

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John M. Fox
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George Gardner
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Chairman of the Board
Dennison Manufacturing Company
Framingham, Massachusetts

Earl F. Harris
President
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Orange, Massachusetts

Sydney P. Harrison
President
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Boston Massachusetts

Selwyn I. Atherton
President
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of Berkshire County
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F. S. Atwater
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New Britain, Connecticut

Joe Baute
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S.D. Brinsfield
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Dorr-Oliver Incorporated
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Morton H. Broffman
President
American Biltrite Rubber Co., Inc
Cambridge, Massachusetts

R. W. Burton
President
Times Wire and Cable Company
Wallingford, Connecticut

J. G. Collinson
Textron INC

Walter J. Connally
President
Conn Bank & Trust Co

Stanley R. Cullen
President
Sargent & Company
New Haven, Connecticut

Dear _____

I would like to thank you and the other members of The Conference Board for allowing Pat and me to participate in the last meeting of the Northeast Advisory Council. It was certainly a delightful experience. On our way home, and several times since then, we've commented about how much we enjoyed the exchange of ideas and the broadening of our own horizons with such interesting people as yourself.

Although I told you a little bit about what goes on at the Naval War College, I'm taking the liberty of enclosing a copy of our "Report to the Stockholders". This brief booklet outlines why I felt a change was needed, some of the results of our new curriculum - pro and con, and a short discussion of things to be accomplished. I do hope this gives you a better insight as to what we do here and why.

Toward the end of our academic year we sponsor a three day meeting at the War College called The Current Strategy Forum (CSF). The purpose of the meeting is to discuss the role of the military in the late seventies. War College students and outside guests are brought together in small committees where they address various topics pertinent to the CSF theme. Speakers of national prominence present addresses on related subjects as well. All of the discussions are non attributable, lively and most are informal. Last year we had a very productive session which was attended by about one hundred outside guests from a wide variety of backgrounds and experiences, i.e. bankers, investors, retailers, clergymen, reporters, military leaders, etc. This academic year we will hold the CSF meeting on 24-26 June. I would like to invite

you to set aside these dates on your calendar's and join us. There is no need to respond this far in advance. I will be back in touch in February. I do hope, though, that you will try to be with us. I know that you could offer a lot of stimulation to the student officers and I hope pick up a few ideas in exchange.

Again, it was very nice to have a chance to meet and be with you

Warmest regards.

Yours,

STANSFIELD TURNER
Vice Admiral, U.S. Navy

ATHERTON, Selwyn I.

Held - Cos in MA

*> assets/loans
transferability people*

*Either dominated by 1 guy
baker no leadership*

President, First Agriculture National Bank of Berkshire County
Pittsfield, Mass

\$100M

Women on Bds

70% wealth controlled ^{by} women

Consumer co's esp

+

ATWATER, Franklin Simpson

Marion Jane (wife)

Born: New Britain, Conn. 1916

Education: MIT B.S. 1938

Experience: MIT Staff '38 - '39

Fafnir Bearing Co., division of Textron, Inc. 1939

Prod Eng.

Indust. Eng

Mgr

Ass't Gen Works Mgr

Gen Works Mgr

V.P. Mfg.

VP Operation

Exec. V.P.

Pres 1969

Director:

New Britain National Bank

Gross & DeLeeuw Mach. Co.

Conn. Nat. Gas Co.

Residence: New Britain, Conn.

General: Maker of ball bearings
4000 employ

BAUTE, Joe

Good

President, Markem Corp

*Talk Tale syndrome
How to get answers & tell a what guys are
If corp tries make reasonable
place & individ as well as outfit -
Loosen up -
Find those overhead
Dodd & them & org
People over head - Peter gun -
won't say so -
Can be glad & be helped
People tell & then watch & results
? Dishonest attempts & cut
down*

*Faulkner
Phil - Providence - advertising agency*

+

BLACK, E. M.

eli

Corp. Exec. Chairman

Exec. Committee United Fruit Co. Div.

United Brands

*Financial implications v. staggering
\$100B. known away - better
Indeed \$100B. bought abroad
then proceeds away - 100's
still out*

Chairman: United Brands Co.

Boston, Mass.

Products: Food, food processing and services
Gross sales \$1.5B, 167,000 employ

\$2.3

*Old values better than new (wedge) be > freedom
Inflation*

69.70 cost-push

73 demand-pull

Costal demand or

→ ↑ supply

US has land/tech/capital

70 m acres planted

NWC got -

3rd Wld
Dangers

Reas

1
2
3

Latent

Diff. days
sell

Accept
for

Diff. all youth
Pers

ed pers
skills
Latent

See
Discipl

BRINSFIELD, Shirley Delanas

Sumiko Itai (wife)

Born: Seattle, 1922

Education: U. Washington B.A.

Columbia U. L.L.B 1952

Experience: Attorney with firm in NYC

Special Ass't to Pres. Curtiss Wright

Pres & General Manager Electronic Div.

General Counsel

Corporate V.P. Admin 1965

Dors-Oliver director 1968

Dors-Oliver^{*} President 1969

Director: Lynch Corp

Dors-Oliver

Woodridge Corp

Other: USAAF '42-'45

Navy League

AOA, AMA

Residence: Old Tappan, N.J.

*
Products: Heavy processing equipment for chemical, metal,
food, paper, oil, sanitary and industrial waste fills.

Sales- \$100M

Employ - 4,000

✓ Full employment has
been a puller objective
since RDR

++

Rolls Royce Ltd

Go Foreign?

BLAKE, S. Prestley

Setsu Matsukata (wife)

Born: Jersey City 1914

Education: Student - Trinity College 1934 and 1935

Experience: Co-Founder and Chairman Friendly Ice Cream Corp.*

1935

Director: Valley Bank & Trust Co.

Springfield, Mass.

Trustee: Wesson Memorial Hospital

Home: Somers, Conn. 06071

Products*: Chain of ice cream and sandwich shops

Yatch - America

Sales \$62M

Employ 10,000

CSF

Troubridge
Defent for people

Baute
Get others to take ball
instead of having ans
ie CSW

Lodge - Lee - Pat

Get Lodge 2 do research
1 charge - but this is
ideology

BROFFMAN, Morton H

Born: 1920

Education: B.A. Brooklyn College

M.A. N.Y.U. 1943

M.B.A. Harvard 1947

PhD Harvard 1948

Experience:

Brussel Match '40-'44

Paradis Co., Prod Mgr '46-'48

Knight Mfg. '48-'55

Rayco Mfg. VP '55-'58

Rayco Director Mktg '58-'62

L.A. Darling, Exec VP '62-'66

Long Mile Rubber Co. Pres '66-'67

AMK Corp Exec VP '67

American Biltrite Rubber Co. Pres *

Director: American Biltrite Corp

United Brands Corp

American Synthetic Rubber Co.

Lewis Products Co.

American Marketing Assoc.

Other: USNR '44-'46

Products: * Rubber soles & heels, mech/industrial rubber products
plastic hoses, carpet, floor tile.

Lost contact - ground rules in deal of youth
How show free not sept relevant

How want youthfulness/vitality to old successful org
Encourage all these people you brought in see youth - mag

IBM - youthful
Early retirement program
Encourage those who run out of steam to retire

How translate 2 USNR
No fixed tenure - but retirement vesting
Contrast w/ Dep sensitivity

BROFFMAN, Morton H

Born: 1920

Education: B.A. Brooklyn College

M.A. N.Y.U. 1943

M.B.A. Harvard 1947

PhD Harvard 1948

Experience:

Brussel Match '40-'44

Paradis Co., Prod Mgr '46-'48

Knight Mfg. '48-'55

Rayco Mfg. VP '55-'58

Rayco Director Mktg '58-'62

L.A. Darling, Exec VP '62-'66

Long Mile Rubber Co. Pres '66-'67

AMK Corp Exec VP '67

American Biltrite Rubber Co.* Pres

Director: American Biltrite Corp

United Brands Corp

American Synthetic Rubber Co.

Lewis Products Co.

American Marketing Assoc.

Other: USNR '44-'46

Products: Rubber soles & heels, mech/industrial rubber products
plastic hoses, carpet, floor tile.

Sales \$130M, employ 4,500

*Lost union elec after 7 yrs
Lost contact - ground rules in deal
of youth*

How show free int sept relevant

*Show int youthfulness/vitality to
old successful org*

*Everyday all these people
you brought in see
youth - mag*

IBM - youth ful

*Early retirement
program*

*Encourage those
who run out
of team to
retire*

How translate 2

*USN
No fixed tenure -
but retirement
vesting*

*Contrast
w/Dep
seniority*

BURTON, R. W.

Comm

Mass comm from cable TV type

CATV + pay TV
Month payment

2 way cap

Inf center

Pay bills

Read newspaper

Poll

Sell merch

Ed

President: Times Wire & Cable Co.*

Wallingford, Conn

Sociological implications
FCC regulation

*
Products: Coaxial cable, connectors

Sales-\$280M, employ 350

+

COLLINSON, Joseph Bruerd

Born: Raymond, Ohio 1914

Education: Ohio State 1938

Experience:

Arthur Young Co. Tulsa '48-'51

National Bank Cleveland

Textron VP Treas. '59-'63

Exec VP '63

Financial Officer

Director:

Old Stone Trust Co

Old Stone Savings Bank, Trustee

Allendale Ins. Co.

E. Barrington

Textron: Conglomerate - everything from eye glasses to
helicopters.

Sales \$1.7B employ 70,000

but local

CONNALLY, Walter J.

President, Conn. Bank and Trust Co.

Don went Portsmouth Abbey

8% ENP in cap invest - photo eq

Dep 20%

P/E ratios 2 low to raise cap

12.6 vs Comp Bd

9.9 " " less top 4

How to raise invest?

Intangible - R&D Mobility

US ~ 50%

CULLEN, Stanley R.

Born: Greenwich, Conn 1911

Education: Yale 1933

*if explain system not des
good*

President- Sargent & Co.*

New Haven, Conn.

Director: Rings End Fuel Co

New Haven S&L Assoc.

Southern Conn Gas Co

Risdon Mfg. Co

Product: * Architectural builders hardware, hand tools

Sales - \$25M employ 1,200

DAVIS, Don Walter

*Jimmy - (Gus Cooper's
dan)*

*(Estimio -
Icy BMs)*

Mary Virginia (wife)

Born: Springfield, Mass 1921

*Image of bumper low
Def on campuses*

Education: Penn State U. 1942

Harvard MBA 1948

*But does Gus have a
good set values - ones
w/which young identify*

Experience:

Stanley Works 1948 - present

Pres & Chief Exec Off 1966

Director:

Burrett Mut. Savings Bank

Dexter Corp.

Peter Paul, Inc.

Northeast Utilities

Residence: New Britain, Conn.

Business: Hardware, hand tools

Sales: \$400M/yr. employ 16,000

net income = 5% sales

EATON, Charles F. Jr.

Born: Princeton, Me. 1898

Education: Harvard '23 F & AM

Experience:

Eaton & Howard Growth Fund - President

Eaton & Howard Inc. - President

Eaton & Howard Income Fund - Chairman

Eaton & Howard Spec. Fund - President

Director/Trustee:

Eaton & Howard Balanced Fund (Trustee)

Eaton & Howard Stock Fund (Trustee)

Eaton & Howard Growth Fund - (Director)

Eaton & Howard Special Fund (Director)

Eaton & Howard Income Fund (Trustee)

Investors Bank & Trust Co. (Director)

Suffolk Franklin Savings Bank Member of Corp.

(Wonder if he knew Mr. Eberstadt?)

EDERSHEIM, Maurits

Mark

Born: Holland, 1918

Via Chairman, Burnham & Co. NYC

Residence: Scarsdale, NY

Director:

Worldwide Special Fund Chairman

Worldwide Securities Ltd. Chairman

Nairobi mtg results

*SDRs must be based on
hard currency or gold
reserves, etc*

FAHEY, Joseph F. Jr.

June (wife)

Born: Stamford, Conn. 1925

Education: BA U. Notre Dame

Univ. Conn

Grad Sch. Bank Mgmt

Mortgage Banking, N. Western Univ.

Grad Sch Banking - Columbia

Experience:

Greenwich Trust Co '47-'58

M.A.T. Bank & Trust Co. Stamford '58-'62

State National Bank Conn Sr. VP Mortgage Dept. '62-'6

Sr VP Loan Department '65

Director: Citizens Action Council

Stamford Hosp

Rehab Center So.

Conn Bankers Assn (V.P.)

Other: USNR '43-'46

Home: Stamford Ct.

*1/3 resid units built 73
condominiums*

Time share

*Uniform Laws across
State lines*

FITZPATRICK, Patrick

Director: Boit, Dalton & Church Inc.

Boston, Mass

FOX, John M.

Director: Federal Reserve Bank, Boston

Trustee: Colgate U.

Wrote urging
you to
attend

H. P. Hood, Inc.

Food processor and distributor

Paul Fye

Great! And just give hot com - as
Potomac Sea -

Really restrictions here will

[But don't we need
some controls -
eg fish -]

+

GALLIGAN, Thomas Joseph

" , Lauretta E. (wife)

Born: Watertown, Mass 1919

Education: Boston College
Harvard, MBA 1943

Experience: Lybrand, Ross Bros. (CPA's) '46-'53
Boston Edison Co.

Dir Stores & Services 1953
Asst to Pres.
VP
Exec V.P.
Pres. 1967 - present

TRUSTEE: Union Warren Sav. Bank
Plimoth Plantation

DIRECTOR: Boston Edison
Cramer Electronics
1st Nat. Bank of Boston
1st Nat. Bank of Boston Corp
Pub Utilities Reports, Inc.

Other:

Officer USNR 1943-46

Residence: Waban, Mass.

Boston Edison Co.:

\$100-200 M/year
4000 employees
electricity and steam

Energy
36% wild energy 4 6% pop
Easing Ecological
restrictions
necessary

GARDNER, George

How is mkt?

Payne, Weber, Jackson and Curtiss

Banks & Brokerages

Merchant banks in Eur

Investment bank -

Mon of SEC

*Separate invest bank -
from commercial "*

Marion (wife)

Born: Newton, Mass 1910

Education Wm & Mary BS 1931

Harvard MBA 1933

Experience:

Dennison Mfg. Co.* Director 1952

President 1966

Chm of Bd.

Director:

Dennison Mfg. Co

Dennison Mfg. Co Can. Ltd, Chmn Bd. . . .

Dennison Mfg. Co Eng. Ltd.

Dennison Eastman Corp.

Dunn Paper Co

Dennison Internat. Co.

Nat. Blank Book Co

State Street Bank & Trust Co.

State Street Boston Financial Corp

Liberty Mut. Ins. Co.

Liberty Mut. Life Ins. Co.

Liberty Mut. Fire Ins. Co.

Trustee: Babson College

Other: LtCol USA 1941-46 BronzeStar

Residence: Newton , MA

Products: * Paper tags, labels, seals, crepe paper, diaper liners,
Approved For Release 2001/09/05 : CIA-RDP80B01554R003600190038-6
marking machines, electrostatic copy machines, notebooks.
Sales - \$160M employ 6,000

Press - need censors

Dan murdered

*Don't worry aboutuffrag
one productive people*

HARRIS, Earl

Born: Orange, Mass

Education: Dartmouth

*How much on honesty -
value in life*

President: Rodney Hunt Co.* Orange, MA

Director: County Hospital
Memorial Hospital
American Management Assoc.

*
Products: Textile wet finishing machinery, industrial rolls,
water control equipment

300 employ

Married 9/4

Diff sell growth
Rentalize pers

Ed
shell
Lot of
society

3 uses

¹
²
³
Latent Diff design
Diff sell Conf
Diff account ability
Some
inhib

Bal - ditent essent

HARRISON, Sydney P.

Retirement at 55

@ yr gen \$6000 pension

Engage in activities where n a net \$1
a bud watch -

President: Loomis-Sayles & Co. Inc. Boston

2nd careers loom large

When go into mil
teaching - skew wage scales
Corp fund chairs?

++

HILL, Richard Devereux

" , Polly Bergstedt (wife)

Born: Salem, Mass 1919

Education: Phillips Exeter Acad 1937
Dartmouth - 1941
Amer Tuck Sch. Admin & Finance 1942
Rutgers Grad School Banking 1951

Experience: 1st Nat Bank of Boston 1946

loan officer '48-'51
Asst V.P. '51-'55
V.P. '55-'65
Exec. V.P. '65-'66
Pres. '66-present

Directors: Poloroid Corp.
John Hancock Mut Life Ins. Co.
United Brands Inc.
Boston Overseas Fin. Corp.
1st Capital Corp.
Bank of Boston Inter.
First-Bank Fin. Corp.
Bank of Boston Trust Co. (Bahamas) Ltd.

Other: to LCDR USNR '42-'46
Republican

Residence: Marblehead, Mass.

1st Nat Bank of Boston

\$140-160M (\$7.0B in assets)
6000 employees

*see separate sheet on bank ranking

HOGAN, C. F.

Colie

Born: Boston 1917

Education: Northeastern Univ

Chmn Bd., McCord Corp,* Dover, N.H. (Company located in Detroit)

Products: * Auto parts - jackets, bumpers, trim

Sales-\$150M, 5,000 employ

Future auto business?

Mass transport only and 1/2 day cities

100m cars US/200 world 1973

1.50 " " 400 " 1980

*1/2 rotary eng
smaller/cheaper*

need room 4 ecology emission control

90% man - many teenagers

homegrown talent

"I shooes shooes"

JACKSON, Robert Tilden

Edna Florence (wife)

Born: Barre, VT 1917

Education: Yale BA 1939

Un. Conn LL.B 1952

Experience:

Phoenix Mutual Life '39

Exec. VP '68

Other: USAAF to Maj. '42-'46

Residence: Hartford, Conn

JACOBS, John

Jack

Sr. V.P. The MITRE Corp.

Bedford, Mass

Paul Beechus

*Lunch w/ John
Hofheim mty
Review fundamentals*

Mage

JORDAN, Robert C.

Alison (wife)

Born: Ft. Worth, Texas 1920

Education: Texas Tech BA '41

Harvard MBA '58

Experience:

John Hancock Mutual Life Ins. '46-'68

N. Eng. Mutual Life Ins Co. * VP '68

Trustee: Provident Inst. Savings

Suffolk Franklin Savings Bank

Pres/Dir, N.Eng. Life Equity Fund Inc.

N. Eng. Life Growth Fund, Inc. Pres & Director

Director:

Mass. Bus. Dev. Corp

Back Bay Fed

N.E. Life Side Fund, Ind. Pres & Director

Loomis, Sayles & Co. Inc.

Other: USAAF '42-'46 Soldier Medal for Valor

Exec. Club Boston, Chicago

Residence: Cohasset, MA

Business: * Life insurance

Sales \$2.5B
employ 5,200

*The progressive invest prog
eg lease back out - joint develop in
Moved into
Mut Funds
Real Est invest trust
Mortg
R.E. ink*

Business & ideology
Nature of change

LODGE, George

Prof. of Bus. Adm. Harvard Univ.

Grad School of Business

Transformation of our ideology - goes 2 17th Cent - Locke
Inner misconception " not part our pragmatic make up

1. Individualism
atomistic soc
equality
contract

2. Property
Prop its essence ind its - Locke - landed gentry

3. Compet

4. Ltd State - least govt best

5. Sci specialization
Whole will take care itself of these parts
Diverts & growth
How to fall together?
Colleges go out
Leads students 2 go off

++

LORD, Charles Edwin

Rapporteur

Margaret (wife)

Born: NYC 1928

Education: Yale BA '49

Experience:

Bank examiner '49-'51

Hartford Nat. Bank & Trust^{*} 1951

Ass't Cashier, Ass't VP, VP,

Sr. VP, Pres. 1967

Director:

Hartford Nat. Bank & Trust

Hartford Nat. Corp.

Allied Bank Inter. Chmn Bd.

Aetna Life Ins. Co

Insilco Corp

Rowland Products

Kaman Corp

Conn Opera Assn

Mt. Siani Hosp.

Residence: Hartford, Conn

*
2,400 employ

MACOMBER, George

Born: Newton, Mass 1927

Education: MIT 1943

President, George B. Macomber Co. *

Boston, Mass

Director: Investor Bank & Trust

Wildcat Mountain Corp

Macomber Enterprises

Barreca Products Co.

Business: * General Contractor

Sales \$24M

MAGEE, John F

15 50% Tech subs
Net 40 Tech + Econ
lost 10 " + Mgt Social
Managerial

President, A. D. Little, Inc.*

Cambridge, Mass

(Gen James Gavin, Chmn Bd..)

Adversary process

*
Business: Industrial research, management consulting

Computer programming

Sales \$50M

employ 1,500

Tony Rausbeck

+

NORTH, Nelson Luther

Carolyn (wife)

Born: NYC 1918

Education: Wesleyan Un. BA 1940

Columbia Law School 1941

Rutgers - Banking 1957

Experience:

Chase National Bank '46-'52

City Trust (bridgeport) '52

Exec VP '61-'65

Pres '65

Chief Exec Off '69

Conn Fin Serv Corp Pres Chief Exec Off/Dir

Director: Conn. Pub Expenditures

Sarvall Co

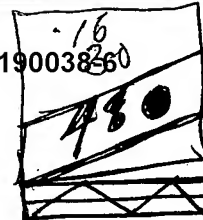
So. Conn Gas Co

City Nat. Bank of Conn. Chmn & Chief Exec Off.

Other: USA, WW II, Croix de Guerre, Bronze Star

Residence: Easton, Conn

*Must look for new approaches
Must provide money even when
not profit*



PIERCE, J. D.

Trident
579 stability (Lodge)

General Manager, Electric Boat Div.
General Dynamics Corp.*
Groton, Conn

*
Corp total: >\$2B employ 85,000

REYNOLDS, Thomas Hedley

Res since 67

Lib 22 yrs

Don't double faculty 6 yrs
New lib

Threats 2 colleges
Inflation
Cry of relevancy
Equalitarianism

President, Bates College

Lewiston, Maine

Est. in 1864

(Amherst est in 1821)

Co-educational

SAT over 625

ACT over 28

(same as AMHERST)

\$3,500 - 4,000/year

90% out of state students

4% non white

Tenure
Pressure of promotion
& pay
Pressure of competition
w/ schools
Pressure of image
w/ students

++

" , Joan Outhwaite (wife)

Born: Tampa, 1918

Education: Un Mich. A.B. with distinction
LLB 1940

Experience: Gould & Wilkie (Law firm) NYC '45-'51

Central Hudson G & Elect Corp. '51-'67

Northeast Utilities, Hartford

Chief Exec Off '68
Chairman '70 - present

Director: Travelers Ins. Co.
A. D. Little, Inc.

Other: Chairman Fed Power Comm.
Pres. Adv. Com. on Envi Quality
to CAPT USMCR '42-'45

Clubs: ----- Tennis

Residence: Lyme, Conn.

Northeast Utilities: \$475M/year (\$2.0B assets)
7700 employees
electricity and gas holding compan
ranks number 22 in terms of assets

*Wrote urging
you to
attend*

STEVENS, John Bradford

" , Marcia Ennie (wife)

Born: Wallingford, Conn. 1914

Education: Yale, AB 1937

Experience: J. Walter Thompson Co., NYC, copywriter
'37-'39
Int. Silver Co.

Collector's Book
1965 gold silver in coins
432m Kennedy 1/2A -
with \$2 @
Franklin Mint
Ltd edition Pick

Mgr. sales statistics	'39-'41
Sales Mgr	'46-'54
Gen Sales Mgr.	'54-'55
V.P.	'55-'64
Sr. V.P.	'64-'65
Exec. V.P.	'65-'67
Pres.	'67 - present

Director: Life Ins. Co. of Conn.
Yale Alumni Fund

Other: LCDR USNR 1941-45
Club ----- Athletic

Residences: Wallingford, Conn. + one in Bermuda, Quebec.
& Meriden

International Silver:

STEVENS, Robert G.

Born: Marion, Ill 1930

Education: So. Ill. Univ 1951

Univ. of Ill 1954

= pers of all RI Bnks
Old Stone was exclusively
savings & commercial
All RI banks full size

President, Old Stone Bank*
Providence, RI

Director/Trustee: Old Stone Mort. & Realty Trust

Old Stone Trust Co. Pres & Dir.

Weylin Investors Inc Pres.

Old Stone Corp. Pres & Dir

Old Stone Mgmt. Corp.

Commercial & Financial Serv. Corp. Pres & Dir.

*
Business: Real estate investment trust

Sales \$1.9M

STUDDS, Gerry E., Congressman

Security system

12th District

Democrat

Massachusetts

TROWBRIDGE, A

President, The Conference Board

NY, NY

Forman on Nat WC Bd Adv
Send HP

WATSON, Stuart Dade

" , Jane Preston (wife)

Born: Decatur, Ill. 1916

Education: De Pauw BA
Northwestern MBA '39
Harvard AMP '51

Experience: Std Oil 39-52
Johnson & Co., (Adver) Racine, Wisc. '52-'56
McCann Erickson VP Media Research, Mkty
'56-'57
Exec. V.P. '57-'59
Pres. '60-'65
Exec. V.P. '66
Pres. 1966 - present
Interpub. Inc.
Heublein, Inc.

Director - Insilco Corp (related to Int. Silver Co.)
Stanley Works
Coca-Cola Bottling Co.
Hartford Bank & Trust

Residence: West Hartford, Conn.

Heublein: \$665M/year

15,000 employees

Wines, beer, liquers, food specialties

Net income - 2.9% of sales

*Country grow older
Not photos by 465's?*

*Youth come now
25-35*

*Vineyard -
Skilled young
people*

*Now incentives to young
people for venture
activities -*

*How gain off from
larger co.*

*Can't keep
people in larger co.*

*I want new
incentives for the
25-35 group*

WILSON, Robert F.

President, Wallace Silversmiths
Wallingford, Conn

WOODRUFF, A. M.

Arch

60+

Hignt communism was communes in US

in 1850's Boston

eg Alcotts

Based on evl of profits

Students replay old records

President, University of Hartford
West Hartford, Conn

What student is 2 b levelled up

Est. -1877

Coed

60% out of State

3% non white

\$3500 - 4000

SAT 475-525

ACT 22-23

*Conflict ideal Adam - back a
need of govt control*

++

WYMAN, Thomas Hunt

Elizabeth (wife)

Born: St. Louis 1929

Education: Phillips Acad '47

Amherst BA (magna cum laude) '51

Management Div. Inst. (Lausanne, SW) '60-'61

Experience:

First National City Bank NY '51-'53

Nestle Co. Asst. to Pres. '55-'60

Finders, Inter. S.A. Mktg div,

Vevoy, Switzerland '61-'65

Polaroid Corp* VP '65

Sr VP & Gen Mgr NOW

Other: USA to 1st LT '53-'55

Residence: Weston, MA

Business: * Camera, film, polarizing filters

Sales \$500M

employ 9,000

*South Africa policy
Willingness at top 2 get ideas,
consensus from below &
understanding why -
why report go poor, etc
Comm by mgmt =
listening as well as
talking & voting*

ZECHEL, William W

Nashua health care

President, Royal Business Forms Inc.*
Nashua, N.H.

Business:* Carbon interbound snap-out forms, data processing
forms

Sales \$7M 250 employ

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Dayton, Ohio

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Corning, New York

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Phoenix, Arizona

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Syracuse, New York

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New York, New York

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Houston, Texas

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Chairman and President
The Royal Bank of Canada
Montreal, Quebec

*WALTER LEVY
CONSULTANT
NEW YORK, NEW YORK*

~~John Hendrick~~ -

Lodge

the goals

1. Indeed full community prob
Youth team

2. Myth of prop
shareholders own prop

3. Concept eroded

ETT - community needs strength in
business

Do direct
a US govt + big bus partners in
US not int
who senior

a Con Ed can get permission build for plants

But in name property - want keep up
politics divided

Kopka - Con Ed dog food fact

6 teams - team gets raise when
everyone knows everyone's job
Set own team mgmt

Diamond

Sholnik

Hope
Cuse

M. Sholnik

Reporter - Charleford

Govt - business adversary role

Ea uses ideology 2 its advantage

Really what definition of
ideology is at this time

or how go about achieving ideological goals

Urban Racial Generation Gap - topics 2 yrs ago

No Watergate

Slighted

Energy

Not Sec

Lack time + ?

Crime - pers tragedy

Comm rev

Impact vs comm not agree

Collector's mania

Product of affluence

Related 2 inflation ?

Issue ~~held~~ paper

Reltd less confid abil govt to

govern effectively

~~Page 2~~
Howbridge

No ladies at mtg!

US now bargain team

1/2 (2)

Hol state

ending on ad hoc basis

FDR - Nixon

Sci Apes

Emphasis put on all things 2 @ other

Mind to move center

Lodge Wrap up

US affected by ideal

But do impact it
= pragmatic

Eq-ideal & practice

Destiny - do not have foundation

Diff values & ideal

universal

justice - survival

framework 4 make values explicit
eg Jap diff US

All countries have ideal

US stems from WK 17th

Individualism - work ethic

Prop it

Compet - controls use of prop

Best govt best

sci special

Newman notion -

Understand parts well and whole
Take care - whole takes care of self

Reason

Business major factor

Businesses then for debt

Ind - fulfillment from common effort -

Prop it - comp for ind prop - who owns com
Not report what term - it time, health, etc

Compet - strong int